

OPERATING PERFORMANCE MEASURES

Congressional Record Delivery

The *Congressional Record* is an extremely important tool and product of the legislative process, and is a large part of GPO's mission. GPO has established a delivery deadline to Congress of 9:00 a.m. the following day, provided GPO receives copy by midnight, regardless of whether the Senate or the House of Representatives is in session. GPO's actual on-time delivery rate was 73.9 percent in FY 1997, compared with 78.6 percent in FY 1996.

Overtime Management

GPO minimizes the use of overtime. In FY 1997, overtime hours decreased to 185,000 hours from 238,000 hours in FY 1996, or a decrease of 22.3 percent. The cost of overtime in FY 1997 decreased by \$1.6 million during this period. GPO was successful in achieving its goal in FY 1997, as actual overtime hours worked were well below the upper limit of 333,000 overtime hours.

Production Chargeable Hours

Chargeable hours decreased to 882,000 in FY 1997 from 955,000 in FY 1996, a decrease of 73,000 hours or 7.6 percent. The results for FY 1997 met GPO's goal of equaling or exceeding the chargeable hours necessary to achieve break-even operations.

On-Time Delivery of Procured Products

The Printing Procurement

Department contracted with commercial printing firms to ship 192,000 jobs in FY 1997 compared with 180,000 jobs in FY 1996. For FY 1997, GPO's goal was to have at least 95 percent of procured printing orders delivered on time and a quality acceptance rate of at least 99 percent. GPO attained a 94.9 percent on-time delivery rate and a 99.2 percent quality acceptance rate.

FINANCIAL PERFORMANCE MEASURES

Cash Management

Payment Performance — In FY 1997, GPO continued its strong payment performance by taking prompt payment discounts when it was to the Government's advantage. GPO's total purchased

printing expense for FY 1997 was \$445.5 million after deducting prompt payment discounts of \$6.7 million. The resultant 1.5 percent of discounts taken to net purchased printing exceeded GPO's goal of 1.4 percent.

Discounts lost decreased to \$127,000 in FY 1997 from \$193,000 in FY 1996. The percentages of discounts lost to discounts offered were 1.9 percent and 2.5 percent in FY 1997 and FY 1996, respectively. GPO achieved its goal for FY 1997, which was a maximum of 2.5 percent.

Electronic Payments — The use of electronic funds transfer (EFT) payments resulted in a savings for GPO and the Department of Treasury because paper checks did not have to be produced and processed. In FY 1997, approximately 20,900 monthly payments, or 86 percent, of all GPO payments were made by EFT, compared with 21,500 monthly payments, or 85 percent of all payments in FY 1996. GPO's FY 1997 goal of increasing the percentage of EFT payments to total payments was met.

Debt Management — In FY 1997, GPO's Federal receivables, billed to Federal agencies, amounted to \$680.4 million for printing and binding services. Of this amount, \$392.8 million, or 57.7 percent, was collected using the Department of the Treasury's On-Line Payment and Collection (OPAC) system. In FY 1997, GPO's average monthly receivables, more than 90 days overdue, were \$11.1 million, or 30.8 percent of the monthly average of outstanding receivables. The Department of Defense's (DOD) account at GPO, with an average monthly balance more than 90 days overdue of \$9.8 million, or 88.3 percent of all of GPO's delinquent receivables, was by far GPO's largest delinquent account. At the end of FY 1997, DOD owed GPO \$4.8 million that was between 31 and 60 days overdue, \$1.8 million that was between 61 and 90 days overdue, and \$9.8 million that was more than 90 days overdue.

The DOD's slow payment process results from procedures requiring that all GPO invoices pass through duplicate review processes before payment is initiated; also, DOD does not use the OPAC system. The Defense Automated Printing Service (DAPS) bills its customers who review GPO's invoices prior to paying DAPS. After DAPS has been paid, GPO's invoices are sent to Defense